

Trends

No Data Available

Legend:

▲ Increase, 
 ▼ Decrease, 
 ↔ Steady

Key Performance Areas

No Data Available

Productivity

No Data Available

Legend:

▲ Improving, 
 ▼ Worsening, 
 ↔ Maintaining

For more information on administrative key, and productivity measures, go to [www.vaperforms.virginia.gov/agencylevel/index.cfm](http://www.vaperforms.virginia.gov/agencylevel/index.cfm)

Background & History

The Department for Aging and Rehabilitative Services (DARS) was created by legislation signed in 2012 by Governor McDonnell to take the programmatic units of the Department of Rehabilitative Services and the Department for the Aging and create a new entity with a wider menu of service options. In 2013, the Adult Services and Adult Protective Services units from the Department of Social Services became a part of DARS.

DARS' vocational rehabilitation, community rehabilitation and Social Security Disability Determination Services programs support Virginians with disabilities to maximize their employment, independence and full inclusion into society. Virginia is also committed to having livable communities for aging Virginians and Virginians disabilities who are transitioning from institutions to community settings and individuals who wish to live and work with the assistance of long-term supports and services. DARS is there to support them in their new choices.

The DARS Division for the Aging is designated by the federal government to oversee all state programs using funds from the federal Older Americans Act and the Virginia General Assembly. The Division contracts with the 25 Area Agencies on Aging (AAA) to provide services for older Virginians and their families in communities throughout Virginia.

The DARS Adult Protective Services Division includes the state Adult Protective Services (APS), Adult Services and Auxilliary Grant (AG) programs formerly under the Department of Social Services. Direct services are provided by 120 local departments of social services (LDSS).

Primary Product & Services

**Vocational Rehabilitation:** Provides services to eligible persons with disabilities to help them remove barriers to employment and reach an employment goal. Long-term services needed by consumers for successful job placement include supported employment and extended employment services.

**Disability Determination:** Provides accurate, timely, efficient and cost-effective evaluations of medical evidence related to claims filed by citizens for benefits under the Social Security Act; and to process claims filed for Medicaid based on disability.

**Community Rehabilitation:** Improves the employability and independence of the most severely disabled citizens through independent living, personal assistance services, long-term case management, brain injury programs, and local assessment and systems change.

**Aging Services:** Helps citizens find information and services needed to lead healthy and independent lives as they grow older. The AAAs administer aging services at the community level. Common AAA services include adult day care, homemaker, communication referral and information, transportation, congregate (group) and home delivered meals, disease prevention and medication management education, legal assistance, elder abuse prevention, Ombudsman and Virginia's Insurance Counseling and Assistance Program to Medicare beneficiaries. The Public Guardian and Conservator Program serves adults age 18 and older who cannot pay for guardian services, and have no one else to provide this service. The Division of Aging has 15 local public guardianship programs funded with \$997,750 in General Funds and \$995,600 through the Department of Behavioral Health and Developmental Services.

**APS:** Develops, maintains, monitors and supervises the implementation of legislation, regulations and policy for the APS, Adult Services and AG programs and provides technical assistance and training to Local Departments of Social Services that provide the services. Local services provided to eligible individuals include the receipt, investigation of reports of abuse, neglect and exploitation of vulnerable adults and provision of protective services; home-based companion, chore and homemaker services; assessments and screenings for long-term care placements; and eligibility determination for AGs to low-income residents of assisted living facilities or adult foster care homes.

## Agency Executive Progress Report

### Customer Base

The vocational rehabilitation program will remain in Order of Selection, which is required by federal law when the program has insufficient funds to serve all eligible consumers. Order of Selection creates categories of consumers to be served based on the significance of disability. Wait lists are created for consumers whose category is not open for services. DARS has been in Order of Selection since July 1, 2004. With additional funds received during the 2013 General Assembly, DARS offered services beginning in March, 2013 to 3,704 most significantly disabled consumers who were on the wait list. 3,174 of these consumers have come in for services and 37 have become successfully employed. However, there is still a waiting list of less severely disabled consumers. Over 50% of VR consumers are youth at transition age (14-24). This population generally makes lower wages and stay longer in the VR program which affects our performance outcome measures.

Due to a decrease in Social Security funding and continuation of the federal hiring freeze, the number of consumers serviced by Disability Determination Services in 2013 and 2014 is predicted to be lower.

The customer base for the Personal Assistance Services and Long Term Case Management programs should remain stable unless there are budget changes in these programs.

The staff size of DARS will remain stable.

While not reflected in the below chart at this time, the number of Virginians age 60 or older are expected to increase from the current 63,303 served by the AAAs. Every 25 years, the number of individuals age 65 and older doubles, while the rest of the population grows by only a third. By 2030, Virginians that reach age 65 will be a larger proportion of Virginia's population than Florida claims as "senior citizens" today.

### Customer Listing

No Data Available

### Key Agency Statistics

During State Fiscal Year 2012, the VR program worked with 29,752 consumers. During this same year, 3,089 consumers became successfully employed and 75% of these were significantly disabled. The VR program currently has a waiting list of 2,152 consumers.

In 2012, about 3,000 consumers were served in the two long term support programs that complement the VR program by providing services to help individuals maintain their employment after their vocational rehabilitation case has been closed. 2,673 of these were in Long-Term Employment Support Services and the remainder in Extended Employment Services. These supports are provided with State General Funds.

The Disability Determination Services federal performance indicators measure the effectiveness and efficiency of the program and are established by the Social Security Administration (SSA). These measures include the mean processing time for claims from receipt to closure and the accuracy of final decisions (which also is a State measure). In Federal Fiscal Year 2012, the total mean processing time for all disability claims was 84.6 days.

The Independent Living Program now has 15 Centers for Independent Living and five Satellite Centers across the Commonwealth, serving over 10,500 consumers with state general funds and Program Income funds. Six of the Centers also directly receive Federal Title VII, Part C funds.

For DARS' twelve contracted Brain Injury Services (BIS) programs, an estimated 3,700 people received direct services (case management, supported living, volunteer services, support groups, clubhouse/day programs, regional resource coordination, and consultation/information & referral) in 2012. In addition, about 650 events/instances of educational/training, public awareness/outreach events were conducted reaching over 17,000 people.

The statistics for the Division for Aging represent services provided by the AAAs to older Virginians.

### Finances

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The Fiscal Year 2013 and 2014 appropriation reflects the combined appropriation for the previous Department of Rehabilitative Services and Department for the Aging, now DARS. The appropriation for DARS is comprised of approximately 80% Federal and Special funding and 20% State funding.

### Fund Sources

No Data Available

### Revenue Summary Statement

The revenue summary reflects the non-general fund revenues received in State Fiscal Year 2012 by the Department of Rehabilitative Services, which is now part of DARS. The vast majority of the non-general fund revenues (91%) are federal and the second largest non-general revenue stream (6%) is indirect cost which is derived from federal sources. These indirect cost revenues are reported twice in the chart below because the funds are received as federal funds (from which they are derived) and then transferred to indirect cost revenue and a portion to general fund revenue thereby being reported twice. The other non-general revenues are derived from fees for services to other agencies and revenue from the Department of Taxation for the Commonwealth Neurotrauma Initiative (CNI) Trust fund.

### Key Risk Factors

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The VR program receives about 78% of its Title I funding from the Federal government, with a required state match of about 22%. For each dollar DARS spends for VR services, it receives \$3.69 in federal funding. Between 2008-2013, state general funds available for match decreased to \$5.9 million. DARS plans to meet its VR match with state capital improvement funds for WWRC and is discussing this plan with the Federal government. If the discussion is not fruitful, a long-term dedicated general fund appropriation will be needed for the match requirement.

The 2012 Social Security Administration budget restraints, with a hiring freeze, resulted in DDS being limited to processing certain types of workloads. This trend, expected to continue, will likely decrease the number of claims processed and increase the backlog of claims waiting for a decision.

The demand for community rehabilitation programs and living options will grow as people with significant disabilities move from institutions into the community. Governor's Executive Orders 61 & 84 continue the State's commitment to, and compliance with, the Olmstead decision through the Olmstead Implementation Team and Community Integration Advisory Commission. Several initiatives in these Executive Orders require DARS attention.

The VDA distributes federal Older Americans Act and state general funds to the AAAs through an Intrastate Funding Formula. The Older Americans Act is not an entitlement program, so services may be curtailed due to lack of funding. Therefore, priority is given to serve the elderly in the greatest economic and social need.

The Public Guardian and Conservator program has the capacity to serve 601 indigent individuals who require service. A 2007 Virginia Tech study identified 1,441 adults in Virginia in need of guardianship.

For Adult Services, concerns are: (1) the continued rapid growth in the number and complexity of APS cases, especially financial exploitation; (2) significant and growing backlogs in pre-admission screenings for Medicaid nursing facility and waiver services; (3) lack of monitoring of Auxiliary Grant assisted living providers; (4) growth of the service population due to the Age Wave; the transition from institutional to community long-term care services and supports; and re-entry of aging and disabled prisoners; (5) absence of direct federal funding, technical assistance and standards for state APS programs and a 40 % reduction in state funding for home-based adult services; and (6) declining number of AG assisted living beds due to inadequate provider reimbursement.

### Performance Highlights

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The performance highlights in the following table do not include the Division for the Aging at this time. These will be added in a later

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edition of the EPR.

The VR program has consistently exceeded federal expectations regarding the competitive employment rate. Competitive employment occurs when the consumer is working in an integrated setting making at or above minimum wage. Likewise, VR has seen a steady increase in the hourly wages for our consumers. DARS productivity measure captures the average case service cost of a successful VR case closure earning at or above substantial gainful activity (\$1040 per month for non-blind). This average case service cost is increasing.

The State funded Extended Employment Services (EES) and Long Term Employment Support Services (LTESS) programs are the link between the time-limited services of the basic VR program and the on-going activities necessary to support individuals in employment after they leave the VR program. EES funds provide services to persons with significant disabilities who are employed by Employment Service Organizations.

Development of competitive external funding proposals (primarily grants and cooperative agreements) and the development, implementation, and management of externally funded service and systems development and change projects is an asset to DARS programmatic areas.

The number of consumers served in Personal Assistance Services and the Community Rehabilitation Case Management program is expected to remain stable.

Ensuring a high accuracy rate of disability decisions is paramount, in order to provide an effective level of customer services to Virginians with disabilities. These customers apply for disability benefits under Title II (Disability Insurance), Title XVI (Supplemental Security Income), and Title XIX (Medicaid disability) of the Social Security Act.

DARS typically fares well in the Quarterly Comptroller's Reports.

### Performance Measures

## Management Discussion & Analysis

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### General Information about the Ongoing Status of the Agency

DARS' focus is on improving lives of older Virginians and Virginians with disabilities. The agency will work with its community partners to be more effective in strategic planning, budgeting, program monitoring and evaluation and training and technical support. The agency will be at the center of the Commonwealth's response to two critical emerging issues.

First, many Virginians who are often referred to as "boomers" or "seniors" are in, or are approaching, their retirement years. They rightly expect to be secure in their efforts to age in place and to have safe options for their long-term care needs. DARS will need to be there for them. Secondly, Virginia is also committed to having livable communities for those Virginians with disabilities who are transitioning from institutions to community settings or those who wish to live and work with long-term supports and services. DARS will also be there in support of their new choices.

An efficient and effective human resource and management program is critical in supporting the agency's efforts to provide quality services leading to a higher quality of life for our consumers.

### Information Technology

DARS provides Information Technology services to 5 state agencies, known as the Disability Services Agencies.

Data Exchanges between agency case management and state financial systems is on schedule for completion in FY14. Additional financial data exchanges for new programs will follow. Retirement of legacy hardware and software will result.

Enhanced security standards will require encryption of documents, both transmitted and at rest.

DARS will use Microsoft tools to securely store documents and transmit links between state agencies and non-state agency partners.

Microsoft tools will allow the development of easy to operate dashboards that describe and compare non-state agency partner performance, quality and standards compliance. By exposing these Dashboards to public stakeholders, the agency can improve services provided to consumers.

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Two new agency programs (Aging and Adult Services) and an existing program use different case management applications with substantial overlap, both in terms of target consumer populations and functions. A single Home and Community Based Services Case Management application that is a participant in the enterprise Health Information Exchange is a part of the agencies' technology vision.

Expansion of existing agency content management application will reduce paper storage and improve efficiency of retrieval. Expanded use is planned. Use of E-forms will strengthen a self service approach for consumers.

Integration of DARS IT staff with our new Aging Division and sharing of infrastructure resources will reduce VITA costs and improve services to staff.

The agency is promoting institutionalization of VITA support functions through enhanced reporting and analysis.

The agency can better manage its hardware, better detect billing issues, improve network and server performance and make better informed technology decisions to support both consumers and staff.

### Workforce Development

Currently, over 14% of DARS workforce is eligible to retire with unreduced benefits. Within the next 5 years that number will increase to 25%. A majority of those eligible for retirement are in management and/or leadership positions possessing an abundance of both technical and institutional knowledge. In addition, there are ongoing recruitment and retention challenges with vocational rehabilitation counselors within our Division of Rehabilitative Services (DRS) and Analysts working in the Disability Determination Services (DDS) division.

To address the inevitable upcoming retirements of employees in these critical positions, DARS is very active with succession planning strategies and management/supervisor training. Programs, including the DDS Leadership Program, the DRS restructuring of Lead Counselors and Unit Supervisors, and training sessions on managing people, and hiring, have been implemented to prepare current staff to step into future leadership positions. DARS Human Resources also is working closely with other agencies to develop a Succession Planning Toolkit of ideas for the Health and Human Resources Secretariat.

To implement more effective recruitment and retention plans, DARS has placed a stronger emphasis on teleworking, alternate and flexible work schedules, retention and sign-on bonuses, and training opportunities, including rehiring retirees as wage employees to cover caseloads and train new staff. In addition, DARS has expanded its student internship program and enhanced the screening process for all recruitments.

DARS has and will continue to develop and implement strategic initiatives to combat these and other important issues facing its workforce.

### Physical Plant

Strategically located, affordable, accessible and well-maintained facilities are critical to DARS ability to provide effective services. DARS administrative headquarter is located in an office park in Henrico County which is convenient to our consumers and fully accessible for individuals with disabilities.

All DARS offices are in leased space. DDS and the VR program have offices located throughout Virginia; the VR program has 36 offices where direct services are provided to VR consumers. Six of these offices are in One-Stop Centers with other State agency partners. Two of the DDS offices, in Norfolk and Roanoke, are co-located with Social Security Administration Offices.